

Supply Chain Management Values for the Society in A Community-Based Tourism Village

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Abstract- This research aims to describe the values of supply chain management that develop in a tourism village that is managed through the community-based tourism (CBT) model. This is qualitative research with ethnographic design. The data of the present research were collected through in-depth interviews, observation, and documentation. The resource persons of the research were tourism village managers and traders in Papringan Market, Temanggung, Central Java, Indonesia. To ensure the trustworthiness of the research data, source triangulation analysis and participant observation were performed. Several steps were involved in data analysis, namely data reduction, data presentation, and conclusion drawing. The results showed that the values of supply chain management found in Papringan Market traders included: (1) Self-knowledge, the traders already knew about the business and carried out their own production and marketing processes, (2) Search skills, the traders could easily get raw materials for their business and implemented an effective marketing system to attract customers, (3) Computation skills, traders prepared themselves with the risks that would come. They did not only focus on sales in the Papringan Market but also have other jobs, 4) Practical knowledge, the traders had understood enough to make innovations in their business, but the changes were not significant, 5) Communication skills, communication between sellers and consumers in the Papringan Market was well-established and conducive, even among fellow traders and market managers, 6) Imagination, traders had insufficient idea and imagination to develop their products because they still relied on market demand, 7) Foresight, traders still followed the flow of the Papringan Market and did not yet have thoughts or idea for their products in the future.

Keywords: Supply Chain Management Values, Tourism Village, Community-Based Tourism, Entrepreneur.

1. Introduction

The supply chain strategy has become one of the objects that receive the most attention and it can be realized by everyone who manages a business to take advantage of an existing opportunity. The supply chain strategy is also the process of identifying, developing, and bringing innovative ideas, opportunities, or better ways of running a business into life. Presidential Instruction Number 4 of 1995 concerning the National Movement to Promote and Cultivate Supply chain management, mandates all Indonesian people to develop the supply chain management program. Government encouragement through the supply chain management program is expected to breed a strong and reliable entrepreneur character [1-4]. To produce the entrepreneur character, the values following supply chain management are highly

needed. Some of the supply chain strategical values that must be possessed by an entrepreneur are independent, creative, risk-taking, action-oriented, leadership, and hard work [5, 6].

Nowadays, supply chain management focuses not only on business management but also on the interests and talents of the community and natural products that exist in the community's area. Supply chain management can be applied in tourism, for example, village tourism. In its development, the aspect of tourism also contributes to increasing opportunities for supply chain management. This can be proven where in the last few decades, tourism has become the largest industry in the world in terms of employment and global gross domestic product share. The tourism industry is very dynamic and growing rapidly over the past three decades. So far it has created opportunities in the fields of nature tourism, wildlife, and wilderness environment [2].

One example of village tourism that offers supply chain strategical potential and can be developed by local community groups is Papringan Market. Papringan Market is a traditional market that transforms abandoned and filthy bamboo gardens to become village tourism with a traditional market concept. Papringan Market employs natural resources and develops people's creativity to introduce the arts and culture in the area, in the form of culinary, handicraft, arts, and local wisdom. Papringan Market tourism village is managed with a community-based tourism model that involves the empowerment of the entire community [7]. Community-based management requires villagers to have supply chain strategical skills and values.

Papringan Market is an example of the creativity of the local community where people make use of bamboo gardens of low economic value to become a tourist area and at the same time to protect nature conservation. In the city, people can easily find modern markets such as supermarkets, malls, and so on, meanwhile, in the village, they will find traditional markets that look dirty and uncomfortable. However, the Papringan market managed by the community improves its representation, it makes the market more comfortable and cleaner with a dazzling natural atmosphere.

The assumption that a village is an outdistanced place is an unjustified perception. If the community can bring innovations by utilizing all the potential that exists in the village, it will certainly make the breakthroughs that can advance the quality of human resources. There are countless advantages possessed by rural areas when compared to urban areas such as a beautiful natural

atmosphere, free of pollution from vehicle or factory, distinct traditional food, local cultures, and other positive things that do not exist in the urban area [8].

The village tourism activities that are managed independently by the community can help develop the ability and skill of the society around the place. The supply chain strategy values of the community play a pivotal role in creating creativity, innovation, and also as a guide in decision making. This research aims to describe the values of supply chain management in Papringan Market as an important part of the sustainability of tourism activity with a model community-based tourism. By knowing the supply chain strategy and entrepreneur values of the local community, it can be used as a reference for other entrepreneur values needed by the community in developing an independent business, especially the development of village tourism.

2. Research Method

This type of research is qualitative research with ethnographic design. Qualitative research is a study that explores and provides understanding by a group of people or individuals who depart from social problems [9]. The ethnographic design is a design that describes or interprets behavior related to the culture of the local community [8]. This research was conducted at Papringan Market situated in Ngadimulyo Village, Kedu Subdistrict, Temanggung Regency, Central Java Province, Indonesia. The research investigated the supply chain management values developed in the society of the tourism village. Papringan Market was managed with a community-based tourism model that changed abandoned bamboo gardens into traditional markets with the theme of culinary, craft, and agritourism. The informants in this research were the traders as the business actors in the Papringan Market.

In this present research, researchers used primary data taken directly from the research site and secondary data in the form of data taken from other sources, such as journals or related scientific articles, and so forth. Data were collected through interviews, observation, and documentation. Interviews were conducted with food vendors, beverage traders, farm traders, handicraft traders, and service providers. Observations were carried out by getting involved in activities in Papringan Market, to find out the values of supply chain management through direct observation. During the research process, the researchers also collected documents in the form of public documents such as mass media, papers, activity reports, or private documents such as letters or e-mails. Documentation can also be in the form of audio and visual material such as photographs, art objects, videotapes, or all kinds of sounds [10]. Documentation was used to complete the data obtained from observations and interviews.

The researchers acted as those who planned, collected data, analyzed, processed, and reported the data obtained. The trustworthiness of the data was ensured through the triangulation of sources and participant observations. The data analysis technique included data reduction, data presentation, and drawing conclusions. Researchers reduced data from information obtained and at the same time checked the trustworthiness of the data through triangulation of sources by comparing and checking observational data with interview data, comparing public

and private information, and comparing the results of interviews with the contents of a related document. The results of the reduction and triangulation of the sources were then summarized and focused on the aspects that were important to address the problems of the research. Data presentation was aimed to make it easier for researchers to see the overall description or certain parts of the research. Data that had been collected and classified was then linked to existing theories and analyzed qualitatively. So, a clear depiction of the supply chain management values in the Papringan tourism market and its effects on the economic development of local communities could be generated.

3. Results and Discussion

Papringan in Javanese means bamboo clump. Javanese is an Austronesian language that is mainly spoken by Javanese ethnics in the central and eastern regions of the island of Java in Indonesia. Thus, Papringan Market means a market in the middle of a bamboo garden. The concept of Papringan Market is to transform a dirty, muddy, dark, and full of the rubbish bamboo garden into a community's main activity, namely a traditional market. The purpose of Papringan Market is to make Ngadiprono village become an independent, sustainable, prosperous, cultured and socially good village. Through Papringan Market, Ngadiprono Village is proceeding to become a village revitalization through one of the programs of the Non-Governmental Organization, the Spedagi Movement, and Komunitas Mata Air.

Papringan Market involves around 130 traders, and all of them are residents of Ngadiprono Village. In this market, there are traders who sell agricultural products and handicrafts made from bamboo. Besides, traders also sell various types of traditional food. Papringan Market is not opened every day, but only every Sunday Wage and Pon in the Javanese calendar, open from 06.00 AM-12.00 PM. One of the unique characteristics of the Papringan Market which can not be found in other traditional markets is the money from a piece of bamboo which is used in market transactions. Visitors who come to this market must exchange their money into bamboo money so that it can be used to carry out transactions at the Papringan Market. The value of 1 piece of bamboo money is equal to Rp 2,000.00. Various products are sold at Papringan Market including food, drinks, snacks, vegetables, fruit, and handicrafts, especially those made of bamboos such as children's toys and cooking utensils.

From the results of interviews with traders in the Papringan Market, the researchers found some information related to supply chain strategy values in the Papringan Market. All informants said that the type of business to carry out is decided or appointed by the manager of the Papringan Market, as stated by the informant:

" You will be appointed first, then you choose. Suppose I was appointed to enter the food trade, then I select heavy food or snacks " (Udi Hartini, 18/11/2019).

The majority or even all traders in Papringan Market argued that the business conducted in this market was selected by the market manager. To differ one product from another, the traders accentuated their products by maintaining the quality.

"What distinguishes my product from the others may not be very visible, but what I emphasize is not using artificial coloring and artificial sweeteners. I took the coloring from fruits such as dragon fruit, and some also used suji leaves and pandan leaves. For others, it remains the same as others, such as flour and so on " [11].

The business of traders in the Papringan Market is a self-owned business because from the beginning it was planned together with the market manager. Most of the traders in this market were farmers and selling was only their side jobs. The informants of this research said that the traders in Papringan Market work as farmers as their main livelihood. But it did not alleviate the enthusiasm of traders to progress and develop. Instead, the existence of the Papringan Market is hoped to advance the economy and the existence of the village. The presence of Papringan Market is expected to encourage the traders to take the opportunity to plan their products better.

The traders should not only consider the opportunity but also pay attention to the innovation of their products so that it can attract the consumer. In developing a business in the Papringan Market, not all traders have a clear concept of what they will do ahead because at this time the traders and market manager only focus on developing the market.

To achieve the desired results, efforts to develop the business in the Papringan market are formulated. Traders are prepared to compete, through competition the traders are expected to create innovations and be able to be creative with their products so that they can be well-prepared to develop their business in the future.

"I developed a product that may not be made or followed by others, for example, the hat, a hat made from bamboo, I am sure not all craftsmen can make it" [12].

The traders should be equipped with not only the ability to develop a business or product but also the ability to predict or prepare the future so that they have a clear vision of what will be doing subsequently. In running a business, everything does not always work as expected, in that case, the traders or business actors must be prepared with possible risks that will occur, for example, the decrease in the demand of a product. Traders need to make innovation on their products, so they can maintain the buyer's interest in the goods offered. In Papringan Market, not all traders can sell their products during the market day because there is no guarantee that the same consumer will buy the same product. Thus, traders must be well-prepared if there is a decline in product sales.

3.1. Supply chain management Values

Value plays a very important role in business. Value is quality or appreciation for something, which is the basis for determining a person's behavior [13]. Value is also frequently associated with the concept of mental formation that is formulated from human behavior [14-16]. Therefore, a value can be seen as a basis that underlies a variety of life order. This is also applied to supply chain management. When an individual wants to start a business or wants to become an supply chain strategy, at the initial stage, he or she needs to know the values of supply chain management before proceeding to the implementation of the values to facilitate and make an established business.

The supply chain strategy was first introduced in 1755 by [17] who came from France. He pinpoints supply chain strategy is someone who bears the risk [18, 19]. The term supply chain strategy is used for a trader who buys goods and then sells them at an uncertain price. As the growth of the term of the supply chain strategy, it develops into a wider context. Supply chain strategy's are not only seen as traders. Schumpeter [20] defines a supply chain strategy as system which dares to take risks and introduces innovative products and new technologies in the economy. Supply chain strategies in Indonesian are often interpreted as supply chain management, which is an attitude of the ability to create something new that is very valuable and useful for themselves and others. An entrepreneur in this system is an active, creative, empowered, and innovative mental attitude which always strives to increase income in its business activities [20].

A great supply chain strategy is not an entrepreneur who comes from a wealthy group or starts the business with a large amount of capital. But it is someone who can take the opportunities. To become a successful supply chain strategy, an individual does not have to set up a business in an urban area that is synonymous with crowds. Conversely, an entrepreneur can see the potentials that exist in his home, including in rural areas. Changing the condition of the village from underdeveloped into a developed village is one good way to build awareness of the local community of the obligation to develop their home regions. The existence of a continuous movement of rural communities to the city can result in the loss of existing bright ideas which then results in the loss of potential business in the village [21]. To be a successful and advanced supply chain strategy, an entrepreneur must have supply chain strategy values as a guide for deciding or taking actions that they consider good or bad. Certain supply chain strategy values must be possessed by someone to do supply chain management.

3.2. Community-based Tourism

The term community-based tourism is known as the concept of tourism that involves human resources or the community around tourist sites. For example, Papringan Market which applies the concept of community-based tourism to pioneer tourism businesses by utilizing existing resources ranging from natural resources and existing human resources [18]. Under the concept of community-based tourism, Papringan Market management is carried out by the local community with their respective duties starting from the traders who sell products in the form of food and others, the committee that organizes everything related to systematic management, parking attendants, who have the task to organize and guarding visitors' vehicles for safety, cleaning staff to provide comfort for visitors who come to Papringan Market, as well as other tasks that have been arranged in such a way as to advance the tourist village of Papringan Market. Moreover, when there is an event held at Papringan Market, all levels of society in the local village will be involved. It is because there will usually be more visitors who come and need a place to stay overnight during the event. Thereby, people who are not directly involved in the event will be participated indirectly by providing a homestay that has been prepared beforehand.

The concept of community-based tourism has been able to change the Papringan Market which was originally a dirty bamboo clump and scattered into a tourist site that has its attraction for visitors both domestic and foreign tourists. In the management of Papringan Market, the participation of the whole community is needed because tourism that is less managed will experience decline and become less competitive compared to other tourist attractions. By looking at the conditions around the Papringan Market area, the managers labeled the theme of Papringan Market under the name Tambuljatra (Taman Bambu Jalan Tlasah) followed by the development of projects such as the initiation of Tambuljatra tour, homestays, and ballet arts tours [18].

3.3. Supply chain management Values in Papringan Market

From the research and interviews conducted there are at least seven supply chain strategy values found in the Papringan Market, namely having knowledge of the business, having practical knowledge, for example, design, process, bookkeeping, administration, and marketing, having the ability to find, to create, and to imagine, having the ability to count and predict future conditions, having the ability to communicate, socialize, and relate to others, having imagination, ideas, and perspectives and do not rely on past successes, and having far-sighted or visionary views. This is consistent with [1] view which says that supply chain management is inseparable from creativity and innovative thinking, initiative, dares to take risks and leadership spirit that include abilities in technical matters and mental resilience.

The majority of traders know the type of business they do because the business is chosen by the manager of the Papringan Market. Even though the business is decided by the management of the market, the traders manage it themselves starting from the production process to marketing their products. Then it can be concluded that they already know about the business that will be done. For supply chain strategys providing homestay services, they collaborate with several architects in the construction, and homeowners can also give ideas in the development. This corresponds with a theory by Schumpeter which says supply chain strategys introduce their products and services through intermediaries of existing business organizations, namely market managers, with the same concept of breaking down the existing economic system [11].

In carrying out a business, business actors should also understand what is needed to run a business, such as raw materials, product design, and product marketing. In the context of the Papringan Market traders, the raw materials used by traders are easy to obtain and they are sure there will be no scarcity because the raw materials are also local products, the marketing system has been very effective considering the Papringan Market is a traditional market. According to [21], knowledge about management such as technical knowledge, design, process, administration, and marketing is one of the four provisions that must be possessed by an supply chain strategy. Papringan Market traders are aware that product packaging determines consumer interest, therefore they master the design techniques so that the packaging is fascinating.

The ability to find, create, and imagine has also been possessed by Papringan Market supply chain strategys. The traders have already understood how to make an innovation of their products. However, the products being marketed are very simple with a traditional rural atmosphere that has not undergone much change, so the innovations applied are still limited and do not bring big difference. Not only innovations but the traders should also maintain the quality of their products to remain attractive to consumers who come to visit the Papringan Market. This is in line with research conducted by [13] which reveals in order to survive in business, innovations that are not much different from the previous product, and maintaining the good quality of the product are needed.

This present research concludes that Papringan Market traders are ready with all the risks that will come in the future. This can be seen from the daily life of the traders where they do not only rely on the selling, but they have other work as their main source of income. Although the traders still follow the flow of the Papringan Market, it does not dampen their enthusiasm to sell and maintain the existence of their products. Similar to the opinion of K. Hoffman and R. Russell, as quoted by Wasposito Tjipto Subroto, that an supply chain strategy will surely face challenges, one of which is the decision to take risks. Then the calculation of the risk must be there [14; 15].

All Papringan Market traders are local residents. They establish communication very well because it is also bound by the status of the population, which is originated from the same region. This good communication continues to the market when they do the business. They have also implemented good communication with consumers. Good communication with consumers must be possessed by the traders in marketing a product, this is crucial to attracting consumers' interest in the product. According to Murphy and Peek, being able to work together with others and being good at communicating are two of the eight conditions that must be fulfilled so that an supply chain strategy can develop his profession [18].

Traders also need ideas to be able to develop their products, look for opportunities, and opportunities to develop their products. As research conducted by [13], there is a need for the development of new ideas for the continuity of their businesses. The difference of this research is the self-awareness of traders (supply chain strategys) to develop new ideas in the continuity of their businesses, while the research by Sri Porwani deals with the business owner's awareness of the development of ideas for the survival of their businesses. Similar to the theory by Peter F. Drucker in Suharyono, the ability to create new and different products is the key to supply chain management [17]. This evidenced by the existence of a product planned by one of the traders, namely organic vegetables by looking at opportunities that the community is now aware of healthy living.

In developing a product, an supply chain strategy must have looked far ahead, planned the product, made innovation, and looked for better opportunities in the future. These characters will enable the traders to expand their business outside the Papringan Market. According to [10], supply chain strategys must have a clear vision and goals to be able to look ahead. In this case, supply chain strategys cannot only look forward but also predict which

steps and directions to take to deal with a situation. Some Papringan Market traders have planned their long-term supply chain management by opening a roadside stall or renting a shop. This is proof that there is an supply chain strategical value possessed by these traders, which is foresight.

4. Conclusion

Based on the results of research, it is found that society in Papringan Market already has supply chain strategical values that should be possessed by an supply chain strategy. Supply chain management values develop from autodidact experience and business training and mentoring organized by Papringan Market manager. The strongest values held by Papringan Market traders include, first, knowledge of the business. Second, traders know technical skills, design, marketing, and product raw materials. Third, the ability to find and to develop existing products. Fourth, preparedness for the future situation. Fifth, the ability to communicate with consumers to market products. If the traders want to develop their supply chain management, they must understand the value of supply chain management well and apply it in supply chain strategical activities. Then, if the traders want to run the business optimally, they can instill other supply chain management values such as the ability to develop ideas, imagination, and foresight, because those values are not optimum in the application.

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